PROGRAM-SPECIFIC COMPETENCIES - MASTER OF BUSINESS ADMINISTRATION

Competencies are the skills, knowledge and attributes gained through every work, educational, volunteer and life experience.

UVic students in the MBA program develop the following program-specific competencies. We worked with the Peter B. Gustavson School of Business to develop this document.

IMPROVING BUSINESS OPERATIONS

**Demonstrates the ability and motivation to generate recurring profits, increase the value of a business’ assets and secure the income and value of the business**

- Understands and applies concepts of capacity, workflow planning, purchasing and materials, technology planning and demand management
- Uses business tools, including service design models, in an operational environment
- Demonstrates an understanding of quality management and control in making decisions
- Applies tools available for decision-making under uncertainty, process design and analysis
- Demonstrates ability to help clients assess the challenges and opportunities of their business situations and develop strategies for improvement
- Understands the integrative nature of management and takes a leadership role in guiding the formulation, development and implementation of the strategic direction of the firm

LEADING AND INFLUENCING OTHERS

**Motivates others to achieve common business goals in a formal or informal business capacity**

- Uses concrete examples, data, case histories and other tools to influence decision-making
- Takes a leadership role in building consensus and understanding amongst internal and/or external stakeholders
- Takes initiative to direct others, when needed, to accomplish common goals
- Understands how to manage employees in organizations, using effective strategies and methods

MANAGING PROFESSIONAL DEVELOPMENT

**Takes responsibility for the enhancement of his or her own professional knowledge and career path**

- Sets realistic and achievable goals in personal career planning
- Enhances professional resiliency by developing professional relationships through networking
- Identifies and acts on opportunities to expand career knowledge and options
- Avoids conflict of interest and demonstrates concern for business ethics
DATA SYSTEMS MANAGEMENT

Demonstrates competence with using technology, numbers and measures to achieve business goals

- Selects the most effective and appropriate statistical method for business data analysis
- Demonstrates the ability to select and apply a range of mathematical techniques and solve business problems using quantitative data
- Identifies and uses the most suitable and reliable software application for tasks
- Adapts quickly to new or business-specific tools and software applications

FINANCIAL DECISION-MAKING

Demonstrates an aptitude for analyzing and interpreting complex business documents

- Has the ability to interpret and understand business documents and synthesize both qualitative and quantitative data to analyze and recommend financial decisions
- Uses accounting tools for planning, controlling and decision-making functions and demonstrates an ability to apply core accounting concepts and processes
- Makes decisions that support the profitability of the business
- Applies economic principles to analyze corporate problems

MARKETING ACUMEN

Demonstrates an understanding of the fundamental principles of marketing and the ability to use theory, concepts and tools to make marketing decisions and recommendations

- Demonstrates an understanding of marketing theory, concepts and tools to make and defend key marketing decisions
- Demonstrates the ability to develop a marketing strategy and segment and/or SWOT analysis
- Demonstrates an understanding of the factors affecting consumer demand and methods of satisfying it
- Understands market structure, product selection, distribution, promotion, pricing and market research

ORGANIZATIONAL AWARENESS

Understands organizational structures, how decisions are made and the impact and implications of decisions

- Demonstrates an awareness of organizational culture
- Demonstrates an understanding and appreciation of differences that may exist between individuals in perceptions, values and work attitudes
- Examines the behaviour of individuals, groups and organizations from an organizational design perspective
- Demonstrates awareness and management of various legal risks from the common law and legislation

TRIPLE-BOTTOM-LINE THINKING

Understands the expanded spectrum of values and criteria for measuring organizational success on social, ecological and economic dimensions

- Demonstrates an awareness of organizational culture
- Demonstrates an understanding and appreciation of differences that may exist between individuals in perceptions, values and work attitudes
- Examines the behaviour of individuals, groups and organizations from an organizational design perspective
- Demonstrates awareness and management of various legal risks from the common law and legislation

INTERNATIONAL FOCUS

Demonstrates an awareness of international business and multicultural workplaces and relationships

- Interacts with others in a way that demonstrates awareness and sensitivity to differing international and cultural business practices
- Reflects an understanding of globalization through recommendations and decisions
- Demonstrates an understanding of the challenges of operating a business in an international marketplace